

14 December 1955

**SUGGESTED AGENCY STAFF FOR UTILIZING MANPOWER**

There is created in the Agency a dean of personnel with small but adequate staff.

1. He shall report to the Deputy Director (Support).
2. He shall be responsible for the effective use of the Agency's personnel.
  - a. He shall advise with each unit of the Agency on matters of policy affecting the use of personnel in order to conserve manpower, eliminate wasted effort, and to assure maximum effective output.
  - b. He and his staff shall have direct two-way contact with every individual in the Agency's employ to the end that personal problems which might affect or limit the usefulness of the individual are resolved in the context of his employment. The mechanism of this contact may well be patterned after the student counsellor setup in a modern university. The initiative and responsibility for assuring the effective use of personnel in each individual case shall rest solely on the staff and shall not await complaint on the part of any employee.
  - c. The dean shall prepare and submit recommendations on matters of policy to his superior. He shall, however, resolve all individual matters at whatever level possible by oral advice.
  - d. All contacts between the staff and individuals should be on a truly confidential basis in order to protect the individual against the inherent resentment felt by all supervisors to the criticism implied in even the most innocent discussion of the relationship between them and their employees. The employee should not be considered as a complainant when seeking counsel; the responsibility for initiating contact should be on the dean's staff. (The distinction between this relationship and that of a complaint to the Inspector General should be made clear. There is a widespread, if erroneous, impression that any complaint to the Inspector General stigmatizes the complainant as an "undesirable" employee.)

e. The dean shall have no administrative responsibility such as is now vested in the personnel staff of the Agency, nor shall the functions assigned to him be delegated to any division or branch employees now having such personnel duties.